Workplace Violence Prevention Program

Awareness Training for Leaders

PURPOSE

Provide Leadership with Understanding of:

- **Potential for Violence in Workplace**
- **Causes and Warning Signs**
- **Policy/Reporting Procedures**
- **Intervention Tools**
- **How to Influence Safer Non-violent**

Definitions

- **Any act of aggression by an individual that occurs at the work site.**
- **It is not limited to physical assault, but can also include near misses, intimidation, verbal abuse, and sexual harassment.**
- **Even the fear of assault or witnessing an assault on a co-worker can have serious health effects on workers. Its intended target may be another individual(s) or object and there is potential for psychological trauma to victims, witnesses and/or perpetrator(s).**
- **A workplace may be any location either permanent or temporary where an employee performs any work-related duty.**

VIOLENCE DEFINITIONS

Physical Assault - Hitting, pushing, kicking, holding, impeding or blocking movement of another

Threats Against Persons or Property - Abusive language, provoking speech or gestures, verbal intimidation, harassment (Conduct creating a hostile or offensive environment)

Willful damage to property - Personal or government

Economic Impact of Workplace Violence

- One in four full-time workers has been harassed, threatened or attacked, and co-workers accounted for most of the harassment, followed by customers.

(Northwestern National Life Insurance Company)

- Approximately two million assaults and threats of violence occur each year in the workplace

(United States Department of Justice).

- Third leading killer of civilians after motor vehicle crashes and machine injuries

(OSHA)

IS WORKPLACE VIOLENCE AN EPIDEMIC?

- CDC's National Institute for Occupational Safety and Health (NIOSH) says in 2000.....
  - Violence reached "epidemic proportions"
  - 1.7 million violent incidents per year
  - Over 800 workplace homicides per year

Occupational Safety and Health Act

- Requires protection against workplace hazards – workplace violence
- Tort liability for negligent hiring, supervision, training and retention
- Have written policy against workplace violence
- Communicate it to all employees
- Establish an effective EAP

WHAT IS WORKPLACE VIOLENCE

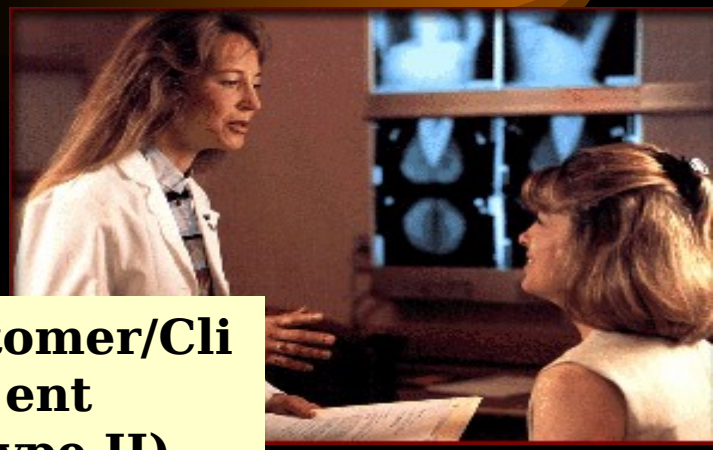
- Aggravated assault
- Sexual assault
- Product tampering
- Sabotage
- Homicide
- Includes acts committed during robberies

WORKPLACE VIOLENCE

- Is the second leading cause of death in the workplace overall
- Is the leading cause of death in the workplace for females
  - **1 out of 20 women will be the victim of a stalker**

NIOSH-four types of workplace violence

Criminal Intent (Type I)



Customer/Client (Type II)

Worker on worker (Type III)

Personal Relationship

Type 1: Criminal Intent

- In this type of incident the violence is committed by a stranger.
- Workers also may be victimized by strangers outside the "traditional" workplace but while acting within the course and scope of their employment.

pe 2: Customer or Client

- Violence is committed by someone who receives a service provided by a business.
- The violence can be committed in the workplace or outside the workplace while the worker is performing a job related function.

Customers who are frustrated

Type 2: Customer or Client

- Two types.
- Type 1: people who may be inherently violent, i.e prison inmates.
- Type 2: people who are situationally violent, i.e. delays in receiving such services.

e 3: Worker on Worker

- Perpetrator has an employment relationship with the workplace, i.e. current/former employee.
- Violence that occurs outside the workplace, but which resulted/arose from the employment relationship
- Two types:
  - Violence between supervisors/subordinates
  - Violence between workers at the same levels.

Type 4: Personal Relationship

- In personal relations incidents, the violence is committed by someone who has a personal relationship with the worker.
- Included in this category is the perpetrator who has a personal dispute with the worker and enters the workplace to harass, threaten, injure or kill.

COSTS TO COMPANIES

- Lose 1,751,100 work days a year
- Domestic Violence cost $31 billion a year
- 75% use company time for personal business
- 54% of battered women miss work an average of 18 days

COSTS TO COMPANIES

- 74% of abused women are harassed at work
- 56% of abused women are late for work at least 60 days a year
- 28% of abused women leave work early 60 days a year
- 1/2 of abused women are disciplined for low job performance

WHAT CAUSES VIOLENT ACTS?

- Disgruntled Employees
- Domestic Disturbance
- People with Mental Health Problems

WHY EMPLOYEES ACT OUT VIOLENTLY

Personal Problems

Mental Health Issues

Communication Closed

Environment - Distrust

Prejudice

Criminal Behavior

RIF /Downsizing

Traumatic Event

Unmanaged Conflict

FACTORS WHICH MAY LEAD TO WORKPLACE VIOLENCE

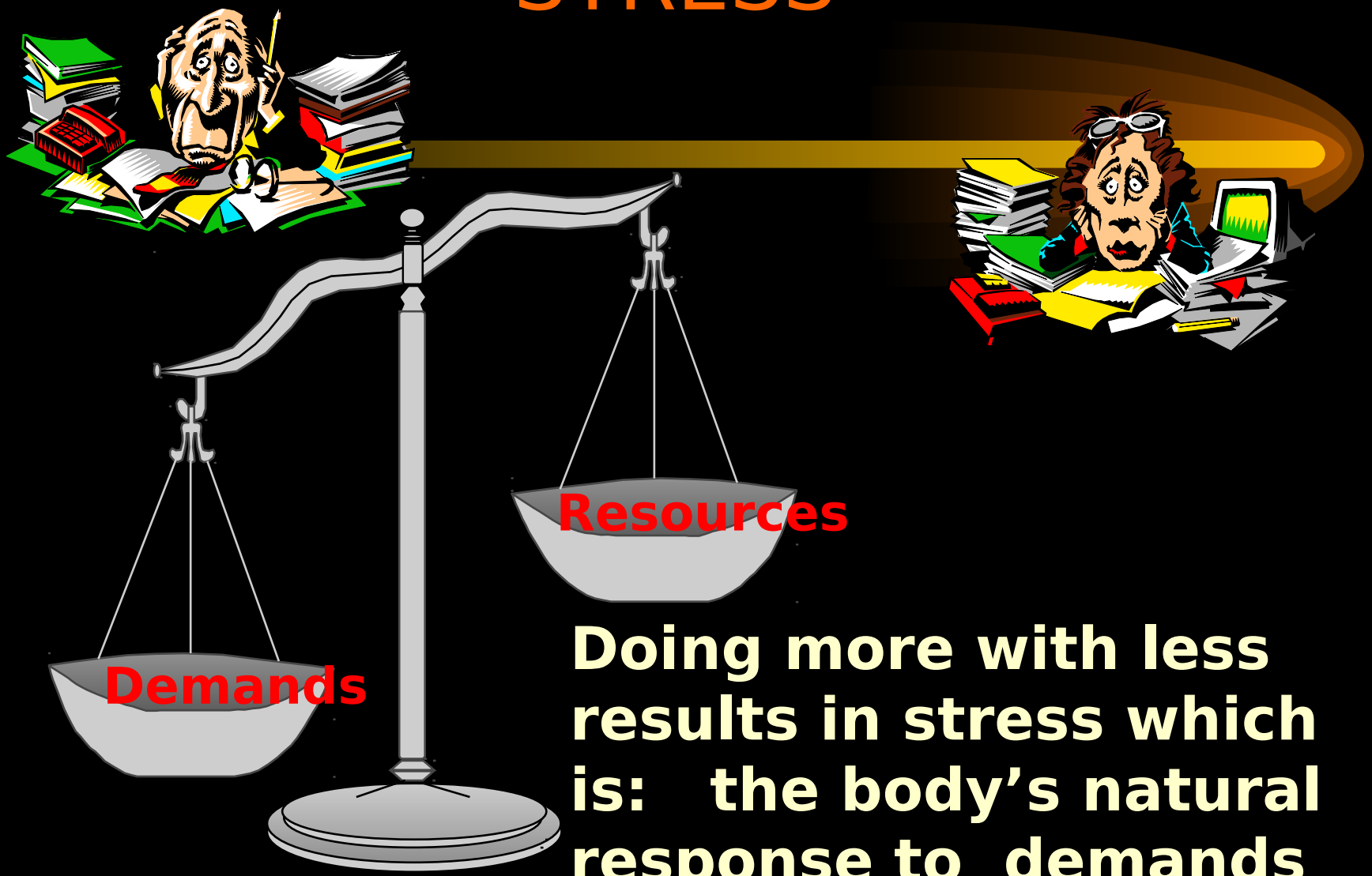
- Unusual circumstances at home and work
- Too much responsibility
- Too many changes
- Overloaded emotionally

12 Leading Causes

1. Death of Spouse
2. Divorce
3. Marital Separation
4. Jail Term
5. Death of Family Member
6. Personal Injury/Illness
7. Marriage
8. Fired From Work
9. Marital Reconciliation
10. Retirement
11. Change in Health
12. Pregnancy

From “Stress” by W. R. Spence

STRESS



Doing more with less results in stress which is: the body's natural response to demands

FACTORS CONTRIBUTING TO STRESS LEVELS

- **Perception of Stress**
  - **View situation differently**
  - **Changes within Self**
- **Personal/Family Reso**
  - **Finances**
  - **Skills**
  - **Needs**
- **Support Networks**
  - **Family**
  - **Friends**
  - **Doctors**
  - **Clergy**
  - **Counselors**
  - **Other Community Professionals**

DISGRUNTLED EMPLOYEE

- Long Tenure
- Stressor causes violence
- End of the line

DOMESTIC DISTURBANCE

Violence spills over into the workplace

PEOPLE WITH MENTAL HEALTH PROBLEMS

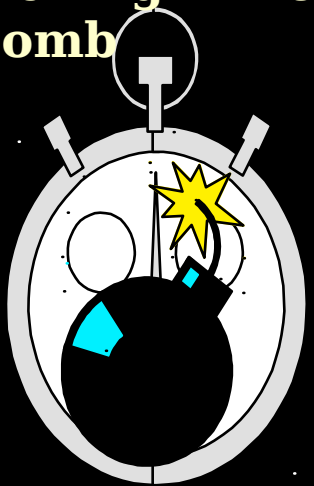
- Acts perceived to be wrong
- Usually depressed
- Isolated from any support system

CONTINUUM TO VIOLENCE

Tolerance of unaccepted behavior

violent acts **hostile work environment**

Ticking Time Bomb



Prelude to Violence

Threats & Damages

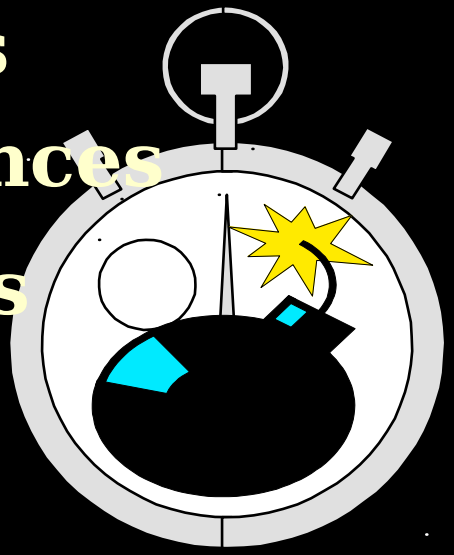
Over the Edge

Physical Act of Aggression

FACT: *All violence has warning sig*

TICKING TIME BOMB A FEW EXAMPLES

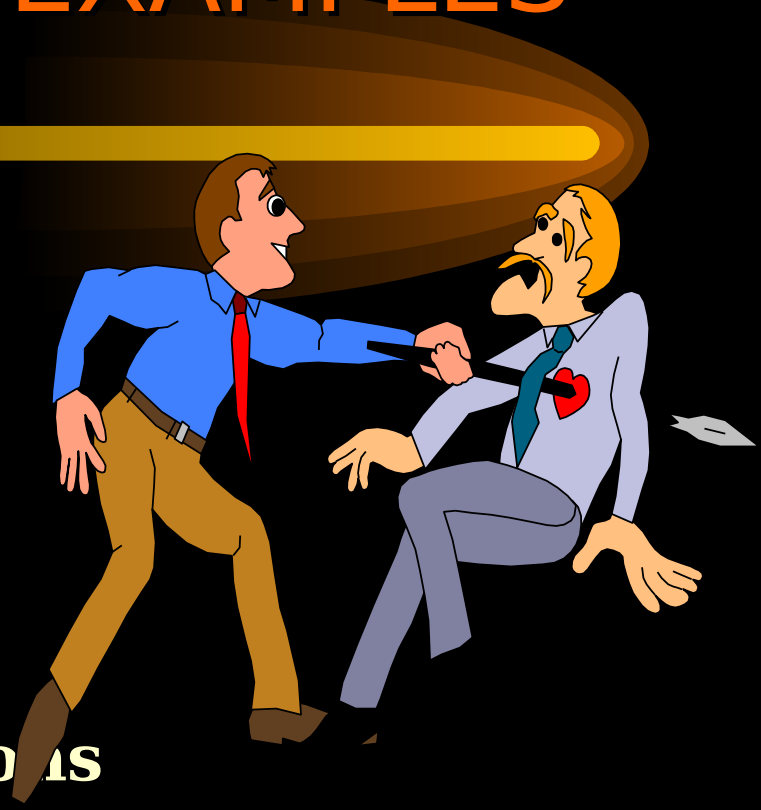
- **Sneering/Shouting**
- **Belligerent**
- **Swears at Others**
- **Snide/Sarcastic Remarks**
- **Unwelcome Sexual Advances**
- **Spreads Harmful Rumors**
- **Argues with Coworkers**
- **Rude Behavior/Gossip**
- **Uncooperative**



PRELUDE TO VIOLENCE EXAMPLES

- **Verbally Threatens Coworkers**
- **Vandalizes Facilities**
- **Sabotage**
- **Damages Personal & Government Property (to include tampering with computers & software)**
- **Steals for Revenge**
- **Stalking**
- **Unwelcome Sexual Conduct**

OVER THE EDGE EXAMPLES



- Murder
- Suicide
- Arson
- Rape
- Uses Unauthorized Weapons
- Assaults Employees/Supervisors
- Destruction of Government Property
- Espionage/Treason - selling out your country

4 STEPS TO INTERVENTIONS

1 - Observation - Changes in performance, attendance, grooming

2 - Document - Behaviors causing concern

3 - Prepare - Contact Threat Assessment Team for evaluations and recommendations

4 - Follow-up - Put in place team recommendations

- Provide significant improvements or continu
monitor inappropriate behavior for further eva

Responding to Imminent Threat of Violence

- Remain calm
- Speak Softly
- Respect personal space – keep a safe distance
- Buy time
- Focus on the person and not weapons
- Negotiate - Get as many “yes” responses as you can

LEADERS' ANGER RESOLUTION

1 - Help Control Anger

- Help individual cool off
- Don't become part of problem

2 - ID the Problem

- Listen thru anger
- Consider contributing circumstances
- Don't be judgmental

Show Genuine Concern Throughout

3 - Mobilize Threat Assessment Team

- Evaluations
- Recommendations
- Follow-up using recommendations of

REACTING TO VIOLENT SITUATIONS

- **Send Positive Body Signals**
  - **Positive Posture**
  - **Maintain Eye Contact**
- **Be in Control**
  - **Don’t Get Angry**
  - **Listen Through Anger**
  - **Keep Person Talking**
- **Show Concern**
- **Maintain Distance**
- **Get Help**
  - **If an emergency dial 114**

PREVENTION THEORY

- **Must Develop:**
  - **Awareness by leaders and workforce**
  - **Trained & Skilled Team to handle all levels of violence**
  - **Guidelines**
- **In Order to Change:**
  - **Understanding**
  - **Training**
- **To Create:**
  - **More respectful, safe, nonviolent workplace**

WORK WITH MANAGEMENT TO PREPARE A RESPONSE PLAN

- Analyze past incidents
- Assess potential for violence
- Assess preparedness

DEVELOP A RESPONSE TEAM

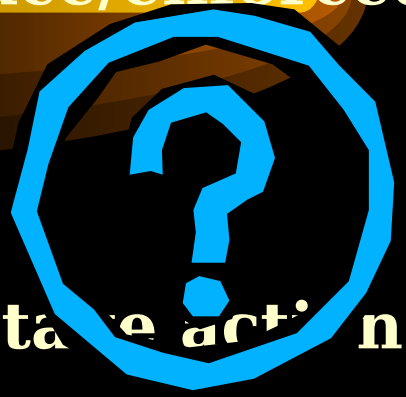
- Employee Assistance Personnel
- Personnel Specialists
- Medical Professionals
- Law Enforcement
  - Guard Force
  - Local Police

BE PREPARED TO LISTEN TO EMPLOYEE'S CONCERNS

WHAT FUELS VIOLENCE?

Risk increases when:

- **Reporting procedures are not in place/enforced**
- **Incidents not reported**
- **Individual feels overwhelmed**
- **Believe reports will be mishandled**
- **Employees believe managers won't take action**
- **Managers don't take action**



If we can intervene at an early stage….There's an excellent chance it will make a difference and help to resolve the conflict. In life threatening situations we are trained to be proactive. It is imperative that we have full command buy in of our resources and program procedures.

WHY DON'T EMPOYEES REPORT SUSPICIONS?

- Fear of becoming a target
- Fear of retaliation
- Don't want to get involved

SAFE WORKPLACE ENVIRONMENT PREVENTS VIOLENCE

Supervisors/Management responsible to nurture safe environment:

Trust

Respect

Open Communications Without Retribution

Concern/Care

THREAT ASSESSMENT TEAM

Program Manager, Safety & Occupation Health

Civilian Personnel Advisory Center

Occupational Health

Directorate of Law Enforcement Services

Educator/Assessor

Equal Employment Opportunity

Tenant Liaisons

Legal Counsel/Employee Assistance

EDUCATE THE WORKFORCE

Workplace violence can and does happen

Question # 1

Definitions of violence in the workplace is:

a. Any act of aggression by an individual that occurs at the work site.

b. It is not limited to physical assault, but can also include near misses, intimidation, verbal abuse, and sexual harassment.

c. Even the fear of assault or witnessing an assault on a co-worker can have serious health effects on workers. Its intended target may be another individual(s) or object and there is potential for psychological trauma to victims, witnesses and/or perpetrator(s).

d. All of the above.

ANSWER: D

Question # 2

- Which answer is Not a part of *VIOLENCE DEFINITIONS?*

a. Hitting, pushing, kicking, holding, impeding or blocking movement of another

b. Abusive language, provoking speech or gestures, verbal intimidation, harassment (Conduct creating a hostile or offensive environment)

c. Consideration of others

d. Willful damage to property

ANSWER: C

Question # 3

Impact of Workplace Violence

- One in four full-time workers has been harassed, threatened or attacked, and co-workers accounted for most of the harassment, followed by customers.

  (Northwestern National Life Insurance Company)

True or False?

ANSWER: True

Question # 4

WHAT IS WORKPLACE VIOLENCE?

a. Aggravated assault

b. Sexual assault

c. Product tampering

d. Sabotage

ANSWER: All of the above

Question # 5

WORKPLACE VIOLENCE

a. Is the second leading cause of death in the workplace overall

b. Is the leading cause of death in the workplace for females

c. True or False

ANSWER: True

Question # 6

Which of the three *OSHA categories of workplace violence includes* domestic violence?

a. *Type I-Stranger Violence*

b. *Type II-Client Violence*

c. T*ype III-Employee Violence*

ANSWER: C

Question # 7

COSTS TO COMPANIES

a. 54% of battered women miss work an average of 18 days

b. 74% of abused women are harassed at work

c. 56% of abused women are late for work at least 60 days a year

d. 28% of abused women leave work early 60 days a year

e. All of the above

ANSWER: E

Question # 8

WHAT CAUSES VIOLENT ACTS?

a. Employees who are happy at work

b. Disgruntled Employees

c. Domestic Disturbance

d. Employees who have a good relationship with their boss

e. People with Mental Health Problems

f. b, c, e

ANSWER: F

Question #9

FACTORS WHICH MAY LEAD TO WORKPLACE VIOLENCE

a. Unusual circumstances at home

b. Fired From Work

c. Stress

d. Overloaded emotionally

f. All of the above

ANSWER: F

Question # 10

STEPS TO INTERVENTIONS

How many steps are involved in the intervention process?

a. 12

b. 0

c. 7

d. 4

ANSWER: D

Question # 11

Responding to Imminent Threat of Violence. What is the 1st thing that you should do?

a. Respect personal space – keep a safe distance

b. Buy time

c. Remain calm

d. Negotiate - Get as many “yes” responses as you can

ANSWER: C

Question # 12

LEADERS' ANGER RESOLUTION

What should a Supervisor/Leader do?

a. Help individual cool off

b. Listen thru anger

c. Don't be judgmental

d. Show genuine concern

e. All of the above

ANSWER: ALL of the Above

Question # 13

REACTING TO VIOLENT SITUATIONS

What should you do?

a. Maintain Eye Contact

b. Don’t Get Angry

c. Maintain Distance

d. If an emergency dial 114

f. All of the above

ANSWER: F

Question # 14

Who should make up the RESPONSE TEAM?

a. Medical Professionals, Chaplin, Army Community Services

b. Personnel Specialists, Employee Assistance Personnel, Law Enforcement (PMO)

c. Guard Force, Local Police

d. All of the above

ANSWER: All of the above

Question # 15

WHAT FUELS VIOLENCE? **Risk increases when:**

a. Incidents not reported

b. Believe reports will be mishandled

c. Employees believe managers won’t take action

d. Managers don’t take action

e. All of the above

ANSWER: E

Question #16

Risk decreases when:

If we can intervene at an early stage….There's an excellent chance it will make a difference and help to resolve the conflict. In life threatening situations we are trained to be proactive. It is imperative that we have full command buy in of our resources and program procedures.

True or False?

ANSWER: True

Army Substance Abuse Program Employee Assistance/Prevention Coordinators

LANDSTUHL ASAP
BLDG 3820, ROOM 207
LANDSTUHL REGIONAL MEDICAL CTR
LANDSTUHL
DSN: 486-6121 CIV: 06371-86-6121

HEIDELBERG ASAP
BLDG 3752, ROOM 306
RÖMERSTRASSE 104
HEIDELBERG
DSN: 370-6069 CIV: 06221-57-6069

MANNHEIM ASAP
BLDG 214, ROOM 1
SULLIVAN BARRACKS
MANNHEIM
DSN: 385-2601 CIV: 0621-730-2601

DARMSTADT ASAP
BLDG 4006, ROOM 302
CAMBRAI FRITSCH KASERNE
DARMSTADT
DSN: 348-6750 CIV: 06151-69-6750

Alcohol & Drug Control Officer:
ADCO, ASAP Division Office, Bldg. 128, Patton Barracks, DSN: 373-7475 CIV: 06211-17-7475

References

http://www.osha.gov/workplace_violence/wrkplaceViolence.PartII.html

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